

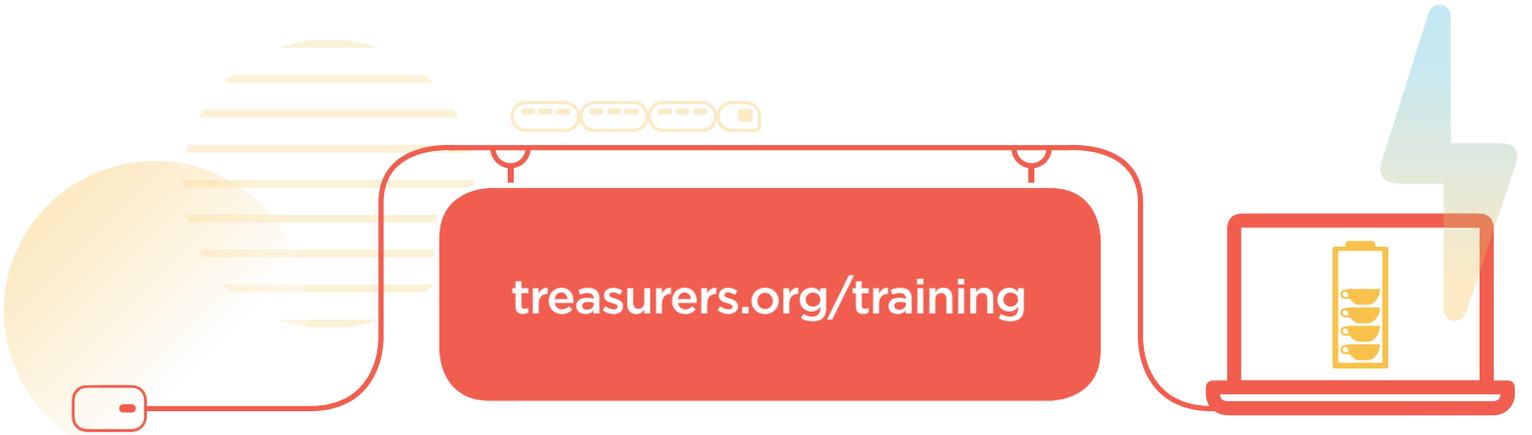


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TRAINING COURSES 2016

Treasury training
from the chartered body
for the profession



treasurers.org/training



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TRAINING COURSES 2016

WHO ARE WE?

The Association of Corporate Treasurers (ACT) sets the benchmark for international treasury excellence. As the chartered body for treasury, we lead the profession through our internationally recognised suite of treasury qualifications, by defining standards and championing continuing professional development.

We are the authentic voice of the treasury profession representing the interests of the real economy and educating, supporting and leading the treasurers of today and tomorrow.

WHY ACT TRAINING?

As the chartered body for the treasury profession, we are ideally positioned to help you develop the professional

knowledge and practical skills that will make a real impact in at work.

Our courses don't just cater for professionals who work in treasury, but also benefit those who provide services to individuals in the treasury function in their day-to-day role - giving you an insider's perspective.

WHERE ARE WE?

Train in the heart of London's dynamic financial hub near the ACT's King William Street offices. We are centrally located in the City, with great transport links and countless places of interest right on your doorstep so you can make the most of your visit.

HOW CAN WE HELP?

FOR INDIVIDUALS/ SMALL TEAMS



Public courses

You come to us

- Build your practical skills and working knowledge of treasury with one of our public courses
- Ideal for one or two team members, you can select the right level of course depending on your personal development needs
- Our public courses run in London

FOR TEAMS



Tailored solutions

We come to you

- Our customised courses are developed to your specific requirements so you can focus on the issues relevant to your business
- We can deliver a course directly to you in-house when it suits you, wherever you are

FOR ORGANISATIONS



Structured learning programme

We'll work with you

- If you have a larger group of people who need to develop specific treasury skills and understanding, we can help
- We'll develop a learning programme to suit your business. Programmes can be long or short depending on the level and amount of content needed



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PUBLIC COURSES

You come to us



For any training course enquiries contact

Radmila Trkulja

Senior Training Executive, ACT

t: +44 (0)20 7847 2573

e: rtrkulja@treasurers.org

Choose your course and book online at
treasurers.org/training

We believe treasury doesn't have to be daunting, whether it forms a large or small part of your working day. So if you are new to the profession, an experienced practitioner or provide services to individuals in the treasury space, we've got it covered.

Make your training budget go further:

- **Early bird discounts** - book early to **save 15%** on the course fee*
- **Group discounts** - if 3 or more people from the same organisation book on to any ACT training course they qualify for **25% off the combined course fee***

* See terms and conditions by visiting:

treasurers.org/training/terms

IN-HOUSE SOLUTIONS

TAILORED TRAINING AND STRUCTURED LEARNING PROGRAMMES

We'll come to you



CONTACT

Samantha Baglioni

Training Development Manager, ACT

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treasurers.org/training

Our in-house solutions can be as simple as the delivery of our public courses at a time and place to suit you or include the design and delivery of tailored training or structured learning programmes that can feature any of our learning solutions, ranging from e-learning through to formal qualifications.



TRAINING COURSES 2016

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CORPORATE TAX FOR TREASURERS

Running a tax efficient treasury function

IS IT FOR YOU?

It's for anyone working in or with treasury who has a basic grasp of UK corporate tax principles and needs to understand more about how corporate tax can materially affect the value added by treasury activities.

WHAT WILL YOU GAIN?

Treasury transactions can significantly affect both the effective group tax rate and cash tax. It is therefore vital for treasurers to understand the tax implications of their day to day transactions. This course will bring you right up to date with the core tax principles governing everyday treasury and focus on some more advanced and topical issues. Delivered from a UK tax perspective, but covering key international aspects that should be borne in mind when structuring cross-border activities such as intercompany funding and global cash management, this course is designed to give you a strong grounding in core tax rules.

COURSE DETAILS:

Trainer:

Sue Mainwaring, Independent Tax Advisor and former member of the PwC Treasury Tax practice

Length of course:

1 day

Dates and location:

9 June 2016, London

Fees:

ACT members, students and CPD accredited employers: £750 + VAT

Other treasury/accountancy body members: £800 + VAT

Non-members: £850 + VAT

COURSE CONTENT:

What's so important about tax for treasurers?

- Core concepts for treasury tax

Related party transactions

- Common issues affecting related party transactions
 - Thin capitalisation
 - Transfer pricing
 - Debt waivers
 - Recapitalisation

Trends in accounting

- Tax implications of developments in accounting for financing and hedging transactions

Withholding taxes

- What they are and how to mitigate them

Hedging transactions

- How to secure tax-efficient hedging transactions: pitfalls and opportunities
- Liquidity management and in-house banking
- Comparing and contrasting common methodologies for tax purposes
- A tax-eye view of in-house bank accounts and shared service centres
- Housekeeping and its importance for tax

Funding an international group in an evolving world

- Practical issues with optimising UK group funding arrangements in light of increasingly sophisticated tax regimes

ACT

Competency
Framework

GLOBAL TREASURY
STANDARDS

The ACT Competency Framework defines the standards of the technical, behavioural and business skills needed to be effective when working in or with the treasury profession. This course relates to:

CONTEXT OF TREASURY



“An excellent introduction to treasury specific tax issues. I left in no doubt that there is still a huge amount I don't know about tax, but at least that's slightly less than before the course.”

Richard Williamson,
Treasury Manager, BSKyB





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UK FINANCIAL REPORTING UPDATE

UK GAAP now comprises FIVE regimes. All companies must make important regime choices for accounting periods commencing on or after 1st January 2016. Are you ready and able to make these choices? Do you appreciate the differences between these regimes?

COURSE DETAILS:

Trainer:

Guy Loveday BSc (Econ) FCA
Partner, Professional Training
Partnership

Length of course:

1 day

Dates and location:

24 October 2016, London

Fees:

£509 per person (No VAT)



Run by the ACCA
and endorsed by the ACT.

IS IT FOR YOU?

Yes if you're:

- An accountant who will be preparing or auditing financial statements under the new regimes
- An analyst who needs to understand financial statements prepared under the new regimes

WHAT WILL YOU GAIN?

- Guidance on how to choose between the available regimes
- Accounting, presentation and disclosure differences between the regimes
- Worked examples covering topical areas of concern

COURSE CONTENT:

- Choosing between the regimes
- Prior year adjustments for changes of accounting policies
- Coping with statutory changes
- Guidance from professional bodies
- Updates on latest developments affecting UK GAAP
- Key Problem Areas

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CONTEXT OF TREASURY





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TREASURY SECURITY, CONTROL AND AUDIT

Building a secure treasury environment

IS IT FOR YOU?

Yes if you're an internal or external auditor, a group treasurer, treasury manager, controller, on a board of directors, responsible for treasury but without prior hands-on treasury experience, working in treasury dealing or involved with treasury transactions.

Or if you're involved with the review and control of treasury activities in corporate organisations, the public sector and not-for-profit organisations. This course also touches on these issues for banks and financial institutions.

WHAT WILL YOU GAIN?

This highly interactive two-day course will take you through the process of building a secure treasury environment from the creation of a framework of policy and delegated authority, through to how treasury should be organised to ensure maximum control of its activities. You will learn about front, middle and back office functions, regulatory requirements, controls and security essential to managing treasury, as well as debating the key issues of control failure.

You will develop an all-round understanding of how to create a secure environment in which treasury transactions can be managed and carried out with minimum risk of fraud or error, and be able to judge the adequacy of any arrangements and make or recommend necessary changes. As such, you will also learn about assurance practices to effectively plan and execute a risk based treasury audit that adds value and helps identify early warning signals of potential problems.



COURSE DETAILS:

Trainer:

Raj Gandhi, FCT

Length of course:

2 days

Dates and location:

3-4 May 2016, London

1-2 November 2016, London

Fees:

ACT members, students and CPD accredited employers: £1,500 + VAT

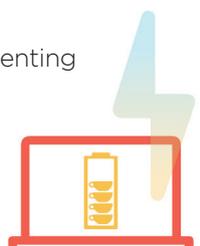
Other treasury/accountancy body members: £1,600 + VAT

Non-members: £1,700 + VAT



“The ACT really knows how to identify the important areas that ‘real’ people are interested in and then finding the best tutors to deliver the training in a simple, engaging and memorable way - I definitely recommend both the course and the Association!”

Kerri Knowles,
Head of Internal Audit, Genting Casinos



ACT

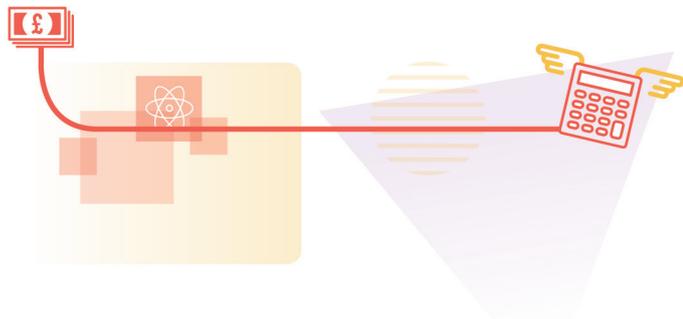
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GLOBAL TREASURY
STANDARDS

The ACT Competency Framework defines the standards of the technical, behavioural and business skills needed to be effective when working in or with the treasury profession. This course relates to:

CORPORATE GOVERNANCE

TREASURY SECURITY, CONTROL AND AUDIT



Building a secure treasury environment (continued)

COURSE CONTENT:

Policies, organisation structures and skills

- Scope of treasury activity
- Structure of a typical corporate and bank treasury
- Policy; delegation of authority
- Control environment and procedures

Front office controls

- The London market
- Use of limits as a control
- Dealing procedures
- Electronic web dealing

Middle office controls

- Risk analysis
- Reporting
 - Typical reports
 - Reporting procedures
 - Purpose

Back office controls

- Confirmations and settlements
- Reconciliations and reporting
- System management
- Authorisation

Treasury risks (includes risks in the dealing operation)

- Human
- Operational
- Market and credit risks
- Cyber risks

- Risk mapping
- Risk implications of performance reporting

Derivatives (overview and purpose)

- Forwards and futures
- FRAs
- Options
- Swaps
- Documentation (e.g. ISDAs)

Dealing disasters and lessons to be learnt

- Detection of fraud - how controls can break down in practice
- What went wrong in high-profile cases (Barings, Societe Generale, UBS)
- Recurring problems highlighted

Auditing treasury

- Audit universe
- Treasury jargon
- Methodology
- Risk based assurance plans
- Terms of reference - quality of internal audit coverage
- Evaluating findings and assessing their significance
- Value adding audit report (style, structure, information, clarity, language)
- Actively reassess audit plan and adapt the audit process

Tackling audit challenges

- Staff interviews at all levels of management and operations
- Critical review of strategy, policy, objectives, procedures and guidelines
- Review of treasury organisation and dealing processes
- Warning signals and what to look for

Corporate governance

- Explore the duties of the board and management:
 - The UK Companies Act 2006 and the UK Corporate Governance Code
 - Treasury risk committees/role of ALCO in banks
 - Reporting treasury performance

Treasury management systems

- Internal controls - basic principles
- Security violations (including cyber fraud)
- Audit trail
- Capacity and capability
- Key interfaces
- Disaster recovery and business continuity



LET US COME TO YOU

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Our tailored training solutions are designed to your specifications and delivered in a confidential environment so that you can focus on issues relevant to your business.

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Samantha Baglioni
Training Development Manager, ACT

sbaglioni@treasurers.org
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FOREIGN EXCHANGE

Understand and respond to foreign exchange risk in your business

COURSE DETAILS:

Trainer:

Will Spinney, FCT

Length of course:

1 day

Dates and location:

13 April 2016, London

12 October 2016, London

Fees:

ACT members, students and CPD accredited employers: £750 + VAT

Other treasury/accountancy body members: £800 + VAT

Non-members: £850 + VAT

IS IT FOR YOU?

This course is for CFOs, treasurers, treasury teams, dealing room staff, commercial teams as well as anyone involved in a supply chain where FX risk appears.

WHAT WILL YOU GAIN?

- An understanding of the different types of foreign exchange risk
- The ability to advise both commercial operations and senior management about FX risks and the responses available to meet those risks
- An understanding of some of the instruments used to manage FX risks, how they are traded and some of the risks around this, together with the controls that should be used to deal with those risks

COURSE CONTENT:

Understanding supply chains

- Different risk models
- Case studies in FX risk

FX risk categories

- Economic
- Pre-transaction
- Transaction
- Translation

A risk framework

- Risk evaluation and measurement
- Risk responses
- Whose risk is it to manage?
- Risk responses

Risk management instruments

- Spots
- Forwards
- Swaps
- Options

Trading methods and FX facilities

- Suppliers
- Communication methods
- EMIR and reporting, confirming and reconciling
- Facilities, margining and collateral

Operational controls

- Mandates
- Settlement instructions
- Accounting

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**Competency
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**GLOBAL TREASURY
STANDARDS**

The ACT Competency Framework defines the standards of the technical, behavioural and business skills needed to be effective when working in or with the treasury profession. This course relates to:

RISK MANAGEMENT





INTEREST RATE RISK

Quantifying the interest rate risk you can't escape

IS IT FOR YOU?

Yes, if you're:

- Responsible for any aspect of interest rate risk management in a corporate organisation
- Building spreadsheet models relating to interest rate risk
- Involved in raising debt facilities
- Involved in broad corporate risk management

WHAT WILL YOU GAIN?

- A good understanding of the many aspects of interest rate risk, how it affects different firms and its inevitability
- This PC-based course will teach you the concepts for evaluating the different aspects of interest rate risk with hands-on modelling experience
- Participants will use a spreadsheet model to evaluate interest rate risk
- You will also develop an appreciation of the possible responses to interest rate risk and the instruments used

COURSE DETAILS:

Trainer:

Will Spinney, FCT, with guest speaker from PNC Capital Markets

Length of course:

1 day

Dates and location:

14 April 2016, London
13 October 2016, London

Fees:

ACT members, students and CPD accredited employers: £750 + VAT

Other treasury/accountancy body members: £800 + VAT

Non-members: £850 + VAT

COURSE CONTENT:

Interest rate risk

- Key manifestations of interest rate risk:
 - Interest paid/received
 - Market value of debt/bond portfolio
 - Business performance linkage to interest rate environment

Objectives of interest rate risk management

- Targeting an aspect of interest rate risk
- Specific situations
 - Low margins
 - High leverage
 - Interest rate component of commercial pricing
 - Inflation

Evaluating interest rate risk

- Risk measures
 - Duration
 - Convexity
 - PV01
- Value at risk
- Monte Carlo simulation
- Modelling the outcomes using a simple spreadsheet model

Managing interest rate risk

- Risk management or speculation
- Fixing instruments
 - Swaps and FRAs
- Options
 - Simple options and combinations
- Modelling the risk responses
- Using the model to communicate about interest rate risk

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Competency Framework

GLOBAL TREASURY STANDARDS

The ACT Competency Framework defines the standards of the technical, behavioural and business skills needed to be effective when working in or with the treasury profession. This course relates to:

RISK MANAGEMENT





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THE MECHANICS OF CORPORATE FUNDING

Selecting the right financial strategy

COURSE DETAILS:

Trainer:

Will Spinney, FCT

Length of course:

2 days

Dates and location:

23-24 November 2016, London

Fees:

ACT members, students and CPD accredited employers: £1,500 + VAT

Other treasury/accountancy body members: £1,600 + VAT

Non-members: £1,700 + VAT

IS IT FOR YOU?

Yes, if you're:

- A CFO, FD or a member of a corporate treasury team
- An accountant, auditor or analyst
- Involved in arranging or administering corporate borrowing programmes

WHAT WILL YOU GAIN?

- An overview of why firms borrow, the broad sources of debt funding and the range of instruments available
- An understanding of credit risk, how to measure it and how it is reflected in the pricing
- An understanding of what comprises a financial strategy and how to design one
- Appreciation of the financial risks for the firm when borrowing and how these might be managed

COURSE CONTENT:

Introduction

- Debt vs. equity, history
- Why firms borrow

Credit risk

- Measures of credit risk
- Security and subordination
- Business and financial risk

Markets for borrowing

- Introduction to banks
- The bond market (high grade, high yield)
- Asset finance and other debt types
- Credit ratings

The costs of debt

- Spread or margin and credit risk
- The all in rate
- The non-financial costs of debt
- Loss of control

Components of financial strategy

- Leverage and how to decide it

- Credit risk level and ratings
- Liquidity and sources of finance
- Dividends
- Financial risk
- Sector influence

The lending contract

- Terms of lending
- Key aspects of documentation

Key financial risks in borrowing

- A risk framework
- Re-financing and re-pricing risk
- Interest rate risk
- Currency risk

Higher leverage

- The uses of higher leverage and structured finance
- Layering of debt and different providers of capital
- The effect on those interacting with the borrower

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GLOBAL TREASURY
STANDARDS

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**CORPORATE FINANCIAL
MANAGEMENT**



“The course was very interesting as the trainer was very well prepared about the topics in discussion. I also very much appreciated the link to the real world. The trainer is a real plus for the course.”

Antonio Nota,
Cash Manager, Givaudan SA





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INVESTING CORPORATE CASH

Principles and practices of effective investment management

IS IT FOR YOU?

Yes, if you're:

- New to treasury
- Experienced in treasury, but want to review and update your investment skills and knowledge
- A member of treasury staff reviewing, or planning to review your policies and processes
- A banker or asset manager wishing to understand the key parameters and thought processes behind corporate investment decisions

WHAT WILL YOU GAIN?

An overview of the key elements of effective investment management and an understanding of the significant factors to be taken into account when investing corporate cash including counterparty risk, liquidity and yield as well as operational risks. There is a comprehensive coverage of all major corporate investment instruments and types and a review of policy, process and controls.

COURSE DETAILS:

Trainer:

Adrian Rodgers, FCT FCA BSc (Econ) CCM

Length of course:

2 days

Dates and location:

5-6 October 2016, London

Fees:

ACT members, students and CPD accredited employers: £1,500 + VAT

Other treasury/accountancy body members: £1,600 + VAT

Non-members: £1,700 + VAT



A well balanced course with lots of focus on practical as well as theoretical issues. The overall course content was well thought through and the materials were excellent.

Philip Smith,
Director,
The Red Clover Partnership



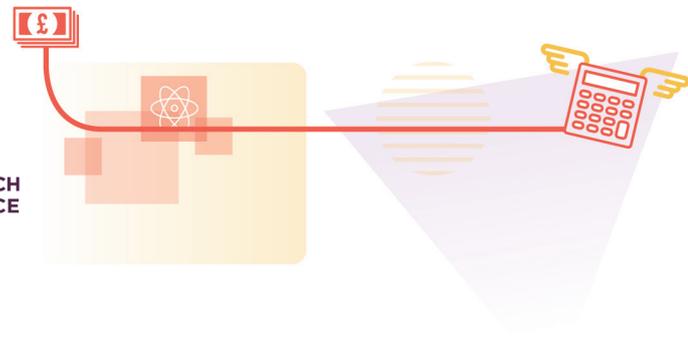
“This course was ideal for helping us to formulate our company treasury policy and it was a great help to speak to other treasury professionals about best practice and procedures.

I would highly recommend this course. Thanks ACT!”

Barry Avraam,
Tax and Treasury Accountant,
Mind Candy Ltd



The ACT Competency Framework defines the standards of the technical, behavioural and business skills needed to be effective when working in or with the treasury profession. This course relates to:
CORPORATE FINANCIAL MANAGEMENT



INVESTING CORPORATE CASH

Principles and practices of effective investment management (continued)

COURSE CONTENT:

INTRODUCTION AND THE BASICS OF INVESTMENT

Background: corporate treasury role and structure

- Structure; centralised and decentralised models
- Policy and drivers
- Corporate liquidity management
- Current trends

Cash and liquidity management

- The corporate cash cycle
- Liquidity structures and techniques
- Liquidity analysis

Understanding yield and yield parameters

- Basic financial mathematics
 - Interest rates
 - Discount rates
 - Day count conventions

Risk management

- Counterparty risk
- Role of rating agencies
- Alternative approaches and special cases

Asset classes and instruments

- Bank investments
- Non-bank investments
- Alternative investments

ESTABLISHING THE POLICY; EVALUATING THE POSITION; AND EXECUTING THE DEALS

Developing policy

- General considerations (all policies)
- Investment considerations
- Interaction with other policies

Developing process: establishing the future liquidity position

- Role of cash flow forecasting
- Segmentation and cash buckets

Managing the interest rate

- Fixed versus floating
- Use of derivatives – FRAs, swaps and futures

Administration of investments

- Dealing and settlement
- Reporting and accounting
- Custody requirements
- Taxation issues

Control and audit

- Risk identification
- Onion theory
- Key controls and reports

IT and data management

- Rate feeds
- Execution and portals
- TMS support
- Reporting



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TREASURY IN A DAY

An introduction to corporate treasury and the role of a treasurer

IS IT FOR YOU?

Yes, if you:

- Are new to treasury or finance and looking to understand the role of the corporate treasurer and the context in which treasury operates, without getting into too much technical detail
- Work in treasury and would like to refresh or broaden your understanding of the role of treasury
- Work alongside treasury and needs to understand its role, key functions and business drivers i.e. internal audit, accounting, development/business planning and IT
- Supply products or services to treasury and need to understand your corporate clients business needs more effectively

WHAT WILL YOU GAIN?

Treasury in a day introduces the purpose of treasury within the context of business. The programme develops insight into the role of the treasurer, provides a broad understanding of key treasury concepts as well as presenting an overview of the financial instruments that are commonly used.

This course is a perfect introduction to anyone new to treasury, looking to broaden their understanding of the function or improve their ability to have better conversations with management, operations, banks or with treasurers as customers. Attending this course will also build the confidence of anyone looking to enrol on a qualification such as the Certificate in Treasury Fundamentals (CertTF).

COURSE DETAILS:

Trainer:

Carl Sharman MCT or
Raj Gandhi FCT

Length of course:

1 day

Dates and location:

15 March 2016, London
12 April 2016, London *
14 June 2016, London
13 September 2016, London
8 November 2016, London *

Fees:

ACT members, students and CPD
accredited employers: £750 + VAT

ICAEW Faculty or SIG members:
£750 + VAT

Other treasury/accountancy body
members: £800 + VAT

Non-members: £850 + VAT

*  Run jointly with the ICAEW

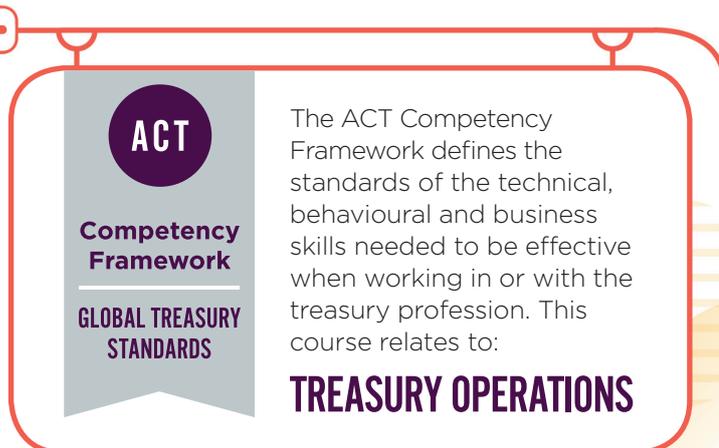
COURSE CONTENT:

- Understand a simple business from a treasurer's point of view
- Understanding business and cash flows in different sectors
- Debt and equity – financing a business
- Credit risk and financial engineering
- Risks, skills and responsibilities of a treasurer
- Introduction to financial risk
- Treasury in large and multinational companies
- Introduction to cash management



“A hugely insightful and beneficial course. This is a must for anyone who is new to either working in or supporting their treasury function.”

Jarrod Brown,
IT Business Partner,
Co-operative Banking Group

ACT
Competency Framework
GLOBAL TREASURY STANDARDS

The ACT Competency Framework defines the standards of the technical, behavioural and business skills needed to be effective when working in or with the treasury profession. This course relates to:

TREASURY OPERATIONS



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A-Z OF CORPORATE TREASURY

Everything you need
to know in five days

IS IT FOR YOU?

Yes, if you're:

- A treasury manager, treasury dealer, treasury assistant or new to treasury
- A specialist who requires an overview of the whole treasury function
- Someone who works with treasury internally such as an accountant, tax manager or an internal auditor
- A banker, auditor, software vendor, or a consultant who wants to understand treasury from the customer's perspective

WHAT WILL YOU GAIN?

- An in-depth introduction to the corporate treasury function in international markets
- Deep insight into the core areas of corporate treasury and an understanding of the function as a whole
- Access to senior practitioners from the corporate and banking world who bring a 'real life' perspective
- A mix of theory and practical applications which can be immediately incorporated into the treasury function

COURSE DETAILS:

Trainer:

Michèle Allman-Ward, CertICM & Greg Mayes, AMCT

Length of course:

5 days

Dates and location:

9-13 May 2016, London

14-18 November 2016, London

Fees:

ACT members, students and CPD accredited employers: £3,750 + VAT

Other treasury/accountancy body members: £4,000 + VAT

Non-members: £4,250 + VAT

COURSE CONTENT:

Cash management fundamentals

- Structure of the treasury function
- The role of the cash manager
- Cash flow and the business
- Working capital management
- Important cash management concepts
- Managing liquidity

Capital markets and corporate finance

- Capital markets: Debt and equity
- Importance and impact of credit ratings
- Alternative funding solutions
- Capital structure and investment returns
- Dividend policy
- Risk, return and the cost of capital

Corporate finance

- Investment decision making
- Business valuation techniques
- Shareholder value management

Foreign exchange and risk management

- Introduction to foreign exchange
- Financial risk and evaluation
- Financial risk instrument types
- Risk management policy

International payments, liquidity and banking systems

- Making international payments
- Options for EUR payments
- International liquidity management tools
- Managing international liquidity
- Case study - structuring for optimal international liquidity

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TREASURY OPERATIONS

“This course gave me a detailed understanding of cash management, the capital markets and the type of derivative instruments available. I strongly recommend this course for those that are new to the treasury environment.”

Serena McGinn,
Treasurer, Sappi Southern Africa Pty Ltd



TREASURY SYSTEMS

From selection to implementation

IS IT FOR YOU?

- Yes, if you are considering, have approved or have just embarked upon a project to select and implement a new treasury management system and other treasury technology
- Yes, if you are working on the project, managing the project or are ultimately responsible for the success of the project
- Yes, if are a financial and/or systems supplier and are interested in understanding the processes necessary for the end user to negotiate a successful project

WHAT WILL YOU GAIN?

Technology provides the key to meeting the demand for timely, accurate and transparent information for both the management of liquidity and risk and for management and regulatory reporting. This course looks at what drives the development of treasury technology and its role within the company and then concentrates upon identifying the systems configuration required and their selection and implementation.

By the end of this course, you will have a firm grasp of the fundamentals required to successfully deliver a project to identify and select the technology needs of the treasury department and to implement that chosen technology.

COURSE DETAILS:

Trainer:

Ken Lillie, FCT

Length of course:

2 days

Dates and location:

20-21 September 2016, London

Fees:

ACT members, students and CPD accredited employers: £1,500 + VAT

Other treasury/accountancy body members: £1,600 + VAT

Non-members: £1,700 + VAT

COURSE CONTENT:

Treasury technology – background

- Development and application of treasury technology
- The role of technology – how technology is used in treasury today
- Systems available for treasury – overview of types of system

Preparation for the installation of a system

- Identifying the need
- Project goals and project commitment and budget
- Building the project team
- Project planning
- Requirements definition

System selection

- Information gathering
- First short list and demonstrations

- Final short list and workshops
- Request for proposal
- Final selection and negotiation
- Systems available

System implementation

- Preparation
 - Building the project team and project office
 - Project structure document incorporating:
 - Key deliverables
 - Roles and responsibilities
 - Project governance
 - Project plan
 - On-going
 - Project planning
 - Working with other parties
- (Supplier; internal; external)
 - Budget management
- Project sign-off



Competency Framework

GLOBAL TREASURY STANDARDS

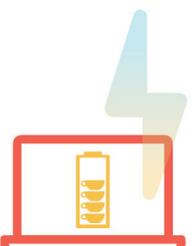
The ACT Competency Framework defines the standards of the technical, behavioural and business skills needed to be effective when working in or with the treasury profession. This course relates to:

TREASURY OPERATIONS



“Put it this way – I now feel fully equipped to go ahead and implement a TMS!”

Paul Batchelor,
Group Treasury Analyst,
The Sage Group plc





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FINTECH STORM | NEW COURSE

Understand disruption in financial services. From challenger banks to digitised processes, the storm is coming

COURSE DETAILS:

Trainer:

Bob Lyddon

Length of course:

1 day

Dates and location:

26 April 2016, London

Fees:

ACT members, students and CPD accredited employers: £750 + VAT

Other treasury/accountancy body members: £800 + VAT

Non-members: £850 + VAT

IS IT FOR YOU?

Corporate treasurers and other financial professionals responsible for eCommerce, payments, financial supplier relationships, and cash management processes

WHAT WILL YOU GAIN?

- An understanding of the powerful political agenda behind Fintech both in the UK and Europe
- An evaluation framework for filtering the many announcements and approaches they will be subjected to, all the better to sort the wheat from the chaff

COURSE CONTENT:

- Preparing for a world of digital commerce
- Government and regulator agendas approach to Fintech - for innovation and competition in banking
- The tussle between financial centres for ownership of Fintech
- Types of challenger and new entrant
- The profile of a typical Fintech and how does it gain revenues and value?
- Where Fintechs are trying to enter the financial eco-system - improving, coalescing, disrupting or substituting... or "curating" (offering a platform for other apps)
- Why are payments being especially targeted as a growth area?
- Corporate use of Fintech companies - risks and benefits
- Use of Fintech by customers and suppliers

Detailed look at:

- Challengers
 - Banks, such as Aldermore, Metro, TSB, Williams & Glynns
 - Peer-to-peer lending
 - Mobile-only start-ups
- Payments
 - Increased speed of payments nationally and cross-border (PSR, PSD2)
 - Clearing systems (Faster Payments, EBA, HKD clearing, Australia)
 - Alternative providers (ipagoo, Bitcoin)
- Ancillary apps to fill perceived market gaps (KYC, digital identity)
- Aggregators - the new breed fostered by Payment Services Directive 2

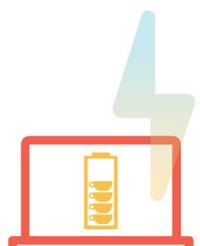
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THE NUTS AND BOLTS OF CASH MANAGEMENT

Principles and practices of effective cash management

IS IT FOR YOU?

Yes if you're:

- New to the treasury function
- Someone who works with treasury
- Responsible for managing cash and liquidity

WHAT WILL YOU GAIN?

A broad understanding of the basic principles and practices of cash and liquidity management and an understanding of its importance to the business and treasury function. While different market sectors have different cash flow dynamics, there are common cash management issues that affect all organisations to some degree. The course examines the basic building blocks of cash management from the domestic perspective and through a series of case studies, extends these basic principles to tackling the complexities of international cash management.

COURSE DETAILS:

Trainer:

Anthony Birts, CertICM BSc MBA

Length of course:

1 day

Dates and location:

19 April 2016 London

18 October 2016, London

Fees:

ACT members, students and CPD accredited employers: £750 + VAT

ICAEW Faculty or SIG members: £750 + VAT

Other treasury/accountancy body members: £800 + VAT

Non-members: £850 + VAT



Run jointly with the ICAEW

COURSE CONTENT:

Cash management – improving the basics

- Float
- Invoicing, payables and receivables management
- Liquidity and the cash cycle

Payment instruments

- Settlement and clearing systems (RTGS, NSS), domestic and international
- Value dating, availability and finality

Cash management structures

- Types of accounts
 - Currency accounts
 - Zero balance, lock box, disbursement
- International account structures

Liquidity techniques

- Notional pooling
- Cash concentration
- Cross-border notional pooling
- Short-term borrowing and investing
- Leading and lagging
- Intercompany netting

Cash flow forecasting

- Purpose, methods and problems

Instruments and financial mathematics

- Day count conventions
- Simple interest and compounding
- Discounting
- Spot and forward FX, swaps

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This course is a great first step into cash management. It balances the needs of the beginners and those with experience of cash management and includes detail that really adds value in the corporate world.

Chris Duffy,
Treasury Analyst, Standard Life





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ADVANCED CASH MANAGEMENT

Efficiency through centralisation

IS IT FOR YOU?

Yes, if you're a corporate treasurer or finance professional responsible for payments, bank relationships or cash management processes.

WHAT WILL YOU GAIN?

- An understanding of the drivers and order of treasury centralisation
- An understanding of how to assess the provision of banking service needs
- An understanding of the challenges and potential solutions to cash management in a multi-currency environment
- The ability to adopt the most efficient account structures
- Knowledge of liquidity management techniques including notional pooling
- An awareness of industry initiatives such as SEPA and ISO20022 and their application to cash management
- An awareness of new regulatory initiatives like Payment Services Directive II and their application to your business
- A high-level orientation on the Fintech storm and what relevant new services are emerging from that

COURSE DETAILS:

Trainer:

Bob Lyddon

Length of course:

2 days

Dates and location:

20-21 April 2016, London

19-20 October 2016, London

Fees:

ACT members, students and CPD accredited employers: £1,500 + VAT

Other treasury/accountancy body members: £1,600 + VAT

Non-members: £1,700 + VAT



Very relevant and practical course content. Expert tutor.

Gorana Renovica,
Treasury Manager,
Legal and General



“This course provided a comprehensive guide to developments in modern cash management. It was presented in a manner that was interesting and easy to understand. We will certainly consider using ACT again for our future training requirements.”

Michael Murphy,
Associate Director, Finance,
Jazz Pharmaceuticals



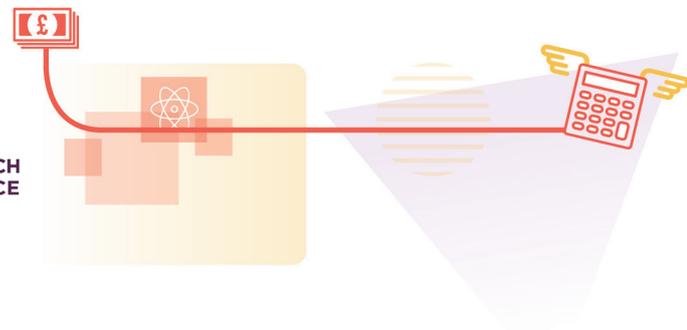
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ADVANCED CASH MANAGEMENT

Efficiency through centralisation (continued)

COURSE CONTENT:

Centralisation of finance functions

- Treasury centralisation
- Payables and receivables centralisation
- Mechanics of multilateral netting

Treasury centres and shared service centres

- Treasury centres
 - Activities, locations, integration with subsidiaries and tax treatment
- Shared service centres
 - Activities, legal and operational relationship with subsidiaries
- IT environment implications
- International banks – structure, products and services
- Branch/subsidiary structure and capabilities
- Treasury and wholesale banking services
- Basic funds transfer and electronic reporting

Cash management products

- Zero-balancing and target balancing
- Pooling engines
- Partner banking models (IBOS, Re accounts, bilaterals)
- Complex liquidity structures to achieve a single cash holding entity

Notional pooling

- Operational and pricing mechanics of notional pooling
- Treatment by banks for capital adequacy
- Tax and legal issues

Initiatives to foster full centralisation

- Global initiatives – SWIFT Corporate Access and ISO20022
- European initiatives – Single Euro Payments Area and Payment Services Directive

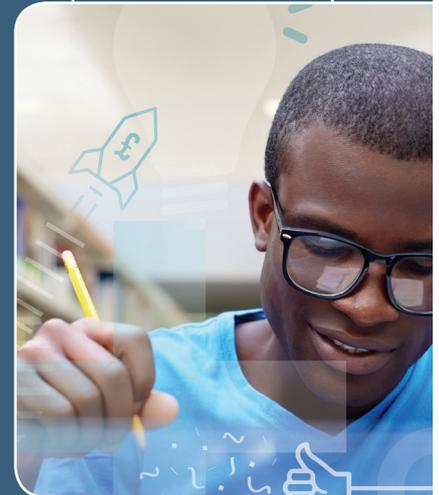
Initiatives to foster more competition

- European initiatives – Payment Services Directive II and the European Payments Regulatory Package
- UK initiatives – Payment Systems Regulator



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Contact us today to discuss:

Samantha Baglioni
Training Development Manager, ACT

sbaglioni@treasurers.org
+44 0(20) 7847 2559



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WORKING CAPITAL OPTIMISATION

Managing your working capital for improved profitability

IS IT FOR YOU?

Yes, if you're a corporate treasurer, accountant, purchasing credit specialist or a finance professional involved in all areas of managing and reporting of working capital for small or large companies.

WHAT WILL YOU GAIN?

An overview of why working capital management is vital for the generation of sustainable cash flow and survival of all companies. You will also gain an appreciation of the techniques that can be employed to manage working capital and improve efficiencies within the demand and supply chains. The course deals with the basic principles within payables, inventory and receivables management and explores reporting implications for both smaller companies and larger enterprises.

COURSE DETAILS:

Trainer:

Brian Shanahan

Length of course:

1 day

Dates and location:

22 March 2016, London

14 September 2016, London

Fees:

ACT members, students and CPD accredited employers: £750 + VAT

ICAEW Faculty or SIG members: £750 + VAT

Other treasury and accountancy body members: £800 + VAT

Non-members: £850 + VAT



Run jointly with the ICAEW



“Excellent course and very good presentation. Lots of examples, very comprehensive and also accessible. Highly recommended.”

Andrew Davis,
Financial Journalist, CSFI

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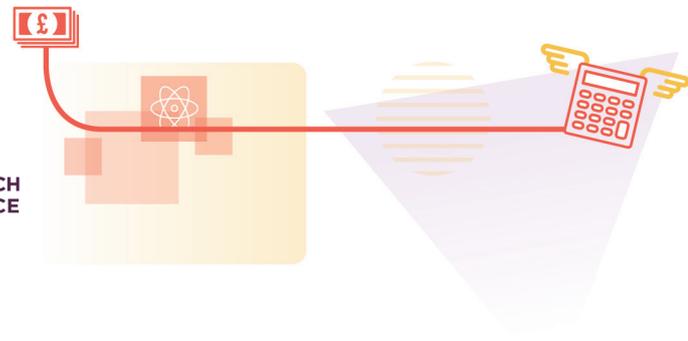
TREASURY OPERATIONS





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WORKING CAPITAL OPTIMISATION

Managing your working capital for improved profitability (continued)

COURSE CONTENT:

Introduction

- Importance of working capital management with regards to strategy involving priorities
- Relationship development to avoid conflicts in supplier, customer and investor management
- Risk and return trade off - how much cash is too much cash?

The working capital basics

- Is Working Capital actually 'working'?
 - Are inventory and debtors actually 'assets'? Are creditors/suppliers actually 'liabilities'?
- Creditors categorisation and accounts payables efficiency
 - Inventory - Stock and Work

in Progress valuation and classification

- Debtors - definition, aging effectiveness

Working capital optimisation - theory

- Cash Conversion Cycles - Models and granularity
- Process improvement (P2P, O2C)
 - Interdependence
 - Timing
 - Risk Profiles

Working capital optimisation - basic practice

- Creditors (AP) supply chain and supply chain financing including dynamic discounting

- Stock control techniques (ABC, MRP, Just in time), ownership. Reverse Supply Chain.
- Receivables and Debtor management and the costs of offering credit, outsourcing
- Management reporting
 - KPIs for all areas

Working capital optimisation - advanced practice

- 10 or is that 11 common mistakes?
- Positioning of Working Capital in the enterprise
- Capacity, capability and maturity (of mind-set) for each area
- 5 Tips for efficiency



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Training Development Manager, ACT

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CASH FORECASTING FUNDAMENTALS

NEW
COURSE

Key principles and techniques

IS IT FOR YOU?

Yes, if you are:

- New to treasury or financial planning
- Experienced in treasury or financial planning, but want to review and update your forecasting skills and knowledge
- A member of treasury or financial planning tasked with reviewing or redesigning your cash forecast framework and processes

WHAT WILL YOU GAIN?

Course participants will gain a broad understanding of:

- Practical benefits and challenges of forecasting
- Tips, techniques and tools
- Using technology effectively
- Relevant KPIs and reporting
- Designing a cash forecast framework
- How to manage a cash forecast project

COURSE DETAILS:

Trainer:

Rod Staples ACA, AMCT

Length of course:

1 day

Dates and location:

23 March 2016, London

15 September 2016, London

Fees:

ACT members, students and CPD accredited employers: £750 + VAT

Other treasury/accountancy body members: £800 + VAT

Non-members: £850 + VAT

COURSE CONTENT:

The course includes interactive exercises and real case studies and examples

Introduction and Context

- Working capital and cash cycles
- Corporate context and drivers
- Hierarchy of benefits

Forecast Frameworks

- Forecast types and components
- Key forecast dimensions – and how they inter-relate
- Alternative forecast formats

Forecast Techniques

- Direct method
- Indirect method
- Statistical approaches
- Hybrids and others

Designing the Forecast Framework

- Current state assessment
- ‘Best fit’ approach
- Key design parameters
- Process components

Using Technology

- Functional types and uses
- Typical systems environments

Building a Forecast Model

- Typical development lifecycle
- Driver-based methodologies
- ‘Ownership’ challenges

Implementing the Forecast

- Setting up the project
- People considerations
- Reporting and KPIs
- Getting the most from variance analysis

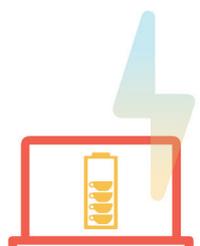
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FINANCIAL MODELLING

This two day course will train delegates in the skills of robust model building. Delegates will progressively build an integrated balance sheet, profit and loss, and cash flow forecasting model, suitable for project finance analysis, company valuation, debt structuring and capital structure optimisation. The training will develop Excel skills to allow delegates to develop rigorous financial models and be in a position to get the most out of the peer/third party models.

COURSE DETAILS:

Trainer:

Mark Woolhouse BA Hons (Oxon),
Managing director,
Capital City Training Ltd

Length of course:

2 days

Dates and location:

12-13 October 2016, London
15-16 December 2016, London

Fees:

£1018 per person (No VAT)



Run by the ACCA and endorsed by the ACT.

IS IT FOR YOU?

Yes if you're:

- A Finance manager, director, accounting staff or anyone involved in budgeting and planning
- An investment professional

WHAT WILL YOU GAIN?

- Be faster and more efficient in the use of the Excel tools used in modelling
- Have a clear method for building reliable, robust and flexible models
- Understand design principles and best practice
- Be efficient in spotting inconsistencies when auditing other people's financial models
- Have a set of tools for analysing and sensitising financial models

COURSE CONTENT:

- Shortcuts & different reference types, \$s and range names
- Model design – modularity – good design
- Group editing for speed and consistency, styles and custom formats
- Building in balance – corkscrews and BASE calculations
- Troubleshooting checklists, quality controls and auditing tricks and techniques
- Outputs, discounted cashflows valuation, goal seek and data tables



Competency Framework

GLOBAL TREASURY STANDARDS

The ACT Competency Framework defines the standards of the technical, behavioural and business skills needed to be effective when working in or with the treasury profession. This course relates to:

BUSINESS SKILLS





ACCENTUATING THE POSITIVES IN FINANCIAL STATEMENTS

True and fair – so difficult to define other than simple compliance with appropriate accounting rules – can sadly often result in a ‘tick-box approach to accounts preparation. This course takes these accounting rules and demonstrates how we can create financial statements that really reflect the key strengths of an entity’s position, performance and adaptability, while recognising the requirements of credit rating and similar agencies.

COURSE DETAILS:

Trainer:
Charles Gubbins BSc CA
Head of faculty, Kaplan Hawksmere

Length of course:
1 day

Dates and location:
8 December 2016, London

Fees:
£509 per person (No VAT)

 Run by the ACCA and endorsed by the ACT.

IS IT FOR YOU?

Yes, if you need to improve your skills in the preparation of financial statements, especially in relation to the identification of stakeholders’ information needs and the presentation of that information in a reliable and transparent way.

WHAT WILL YOU GAIN?

- Achieve the optimal true and fair view (using 2 sets of accounts as examples)
- Deal with the challenges when accounting rules change/ evolve (both UK GAAP & IFRS)
- Presenting financial information that is balanced and understandable
- Emphasise the financial strength of the business and its underlying equity base
- Focus on the most important KPIs, including consideration of viability

COURSE CONTENT:

- A practical guide to improving accounts production using real numbers and examples highlighting best practice from other preparers, to reinforce the messages of:
 - Compliance and best practice - using the available choices
 - Ensuring the annual results reflect true growth and performance
 - Reflecting the robustness of the financial position both with the numbers and supporting narrative



Competency Framework
GLOBAL TREASURY STANDARDS

The ACT Competency Framework defines the standards of the technical, behavioural and business skills needed to be effective when working in or with the treasury profession. This course relates to:

BUSINESS SKILLS





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RADICALLY IMPROVE YOUR BUSINESS DECISIONS

Business decisions, taken daily, are the lifeblood of all companies. Some decisions can make the difference between superior performance and ordinary results or worse. All business decision-making, whether strategic or routine, requires the decision taker to apply thinking, analysis and derivation in a systematic and appropriate manner. This workshop will provide participants with an analytical tool kit to help them to reach effective decisions with confidence.

IS IT FOR YOU?

Yes if you're:

- A manager who wants to improve your decision-making abilities
- An accountant or finance manager who is the arbiter of the corporate decision-making process
- A director who is responsible for collective decision-making

WHAT WILL YOU GAIN?

- Know how to go about making a good decision
- Reduce your indecisiveness
- Develop a systematic approach to decision-making
- Identify and eliminate unconscious bias in decision-making
- Gain confidence in your ability to make decisions
- Demonstrate why your decision is a good one

COURSE DETAILS:

Trainer:

David Smith BSc FCA
Lecturer and Consultant

Length of course:

1 day

Dates and location:

21 November 2016, London
2 December 2016, London

Fees:

£509 per person (No VAT)



Run by the ACCA and endorsed by the ACT.

COURSE CONTENT:

- Framework for promoting effective decision making
- What is a good decision?
- Develop a systematic approach to decision making
- Identify unconscious or unintended bias in decisions
- Why good managers can make bad decisions
- How to prevent bad decisions

ACT

**Competency
Framework**

**GLOBAL TREASURY
STANDARDS**

The ACT Competency Framework defines the standards of the technical, behavioural and business skills needed to be effective when working in or with the treasury profession. This course relates to:

BUSINESS SKILLS



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ULTIMATE PERSUASION TECHNIQUES

IS IT FOR YOU?

This course is for anyone but particularly those who work with the stubborn, the unwilling and the downright difficult.

WHAT WILL YOU GAIN?

Upon completion, you will be able to:

- Influence all types of individuals
- Understand why some people are more difficult than others to persuade and how to persuade them
- Use your behaviour to help others accept your ideas
- Understand how to build very high levels of rapport
- Build a permanent commitment to any changes you introduce

COURSE DETAILS:

Trainer:

Judy Fuggle, Jane Allan & Associates

Length of course:

1 day

Dates and location:

13 April, 2016, London
28 September, 2016, London

Fees:

ACT members, students and CPD accredited employers/IIA Members: £575.00 + VAT

Non-members: £775.00 + VAT



Run by the IIA and endorsed by the ACT.

COURSE CONTENT:

This course offers you the chance to bring your own situations where you need to be more persuasive to the session and walk away with a solution.

Influencing skills audit

- Assertion, expertise, political acumen through preparation
- Effective presentations, client centred

People

- Understanding the human psyche
- The hidden effect you can have
- Behaviour breeds behaviour

- How to make sure you use your own behaviour wisely and that no one takes advantage of you

Emotional intelligence

- Understand the impact of your emotional intelligence
- Use it to influence colleagues, customers and family alike
- How do your filters work? Are they helping or hindering?

The power of body talk

- Using your body talk to influence
- Choosing the words with care

OK, influence me

- Role plays to help you practise your new skills

Permanent commitment

- How to ensure lasting influence
- Get real not token agreement
- See it past the new toy stage

Before attending the workshop you will be asked to complete a questionnaire to help you think about your approach to those you seek to influence.

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BEHAVIOURAL SKILLS





TERMS AND CONDITIONS

treasurers.org/training/terms

HOW TO BOOK

You can book online at www.treasurers.org/training

Bookings can be made by email if online booking isn't possible. Please email training@treasurers.org to request a booking form or call +44 (0) 20 7847 2573 if you need assistance. Alternatively you can post your booking form to ACT, 68 King William Street, London EC4N 7DZ, UK.

BOOKING CONFIRMATION

Once we have processed your booking, we will send you a confirmation email with an electronic invoice. Your place is guaranteed once payment has been received.

PAYMENT

Payment must be made at point of purchase and can be made via:

- The ACT secure online payment site:
<http://www.treasurers.org/makepayment>
- BACS to ACT (Administration) Ltd
National Westminster Bank
Sort Code 60-00-01
Account name 01053760
- IBAN: GB 94 NWBK 600001 01053760
SWIFT/BIC: NWBKGB2L

Please quote invoice number in any correspondence.

FEES

All ACT training courses listed in the programme are subject to VAT at the current rate. Course fees include tuition on the day(s), all relevant course materials, lunch and refreshments.

EARLY BIRD DISCOUNTS

Book early to save 15% off the course fee. The early bird discount applies to ACT courses only (excludes ACCA and

IIA courses). The discount is not available in conjunction with any other offer and places are subject to availability.

GROUP DISCOUNTS

If 3 or more people book on the same course from the same organisation they qualify for a 25% discount off

the combined course fees. This discount only applies to ACT courses and can not be used in conjunction with any other offer and places are subject to availability.

SPECIAL REQUIREMENTS

The ACT will make every effort to accommodate special requirements that have been notified in advance on the booking form.

JOINING INSTRUCTIONS

Joining instructions including outline of the day, venue details, map and local hotels details will be issued approximately two to four weeks prior to the course. If you have not received your joining instructions three days prior to the training course, please call +44 (0)20 7847 2573. The ACT will not be held responsible for non-receipt of joining instructions and refunds will not be issued under such circumstances.

COURSE TRANSFERS

There is no charge for transferring your booking to the same course on an alternative date provided you notify the ACT in writing up to 21 days before the start and if there is availability. However, a transfer fee of 20% of the course fee (plus VAT) will be payable if the notice is received less than 21 days before the start of the original course. No refund will be made in the event of a transfer. No more than one transfer will be allowed. Requests to transfer a course must be made in writing and can be sent by email to training@treasurers.org.

CANCELLING YOUR PLACE

If you notify the ACT in writing (via email, letter or fax) up to 28 days before the start date of a course, you will receive a full refund less an administration fee of 20% (plus VAT) of the course fee. If you withdraw for whatever reason within the 28 day period, the full fee will remain payable even if you are unable to nominate a substitute attendee. Substitutions should be received by the ACT at least 48 hours prior to the course start date.



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INVITATION LETTERS

Should a participant require an invitation letter from the ACT, we are able to provide this as long as full payment of the course fee has been received. The ACT is not able to act on behalf of the participant and is not responsible for any costs incurred by failure to obtain a Visa. Full course fees can be refunded if a participant has been declined a Visa and has provided proof of this.

NON-ATTENDANCE

If you fail to attend the course on which you are booked without giving prior notice to the ACT, we will be unable to refund the course fees or offer a transfer.

CANCELLATION BY THE ACT

Where circumstances dictate, the ACT reserves the right to alter published programmes, trainers, fees or venues without prior notice. In the event of a course being cancelled, a refund of the course fee will be made but no compensation will be paid for any additional costs incurred.

VENUES

Details of the specific venue will be sent in the joining instructions for all training courses.

DRESS CODE

There is no dress code; however, most participants choose to wear smart casual clothing. Due to variable temperatures of air conditioned rooms, layers are advised.

LIABILITY

The ACT does not accept responsibility for anyone acting as a result of information or views expressed on its training courses including course material. Opinions expressed are those of individual trainers and not necessarily those of the ACT. Participants should take professional advice when dealing with specific situations.

PREVAILING TERMS AND CONDITIONS

Please note that this and all other ACT pre-contractual documentation shall not constitute an offer. All services provided by ACT are on the basis of ACT's terms and conditions (ACT Terms) and if you wish to engage any ACT services we shall only provide them if you accept the ACT Terms. If you offer to engage ACT on your own terms and conditions then we shall only accept your offer on the ACT Terms, which shall, if we provide the services you offer to engage, prevail over any other terms and conditions.